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Agency Training Officers:

I. Present Situation

There are at present some 48 component Training Officers, plus five Senior Training Officers. These individuals range in grades from GS-08 through GS-16, hold varying types of jobs, with wide arcs of responsibility, and with extremely different "charters" from the Office Director and/or Division Chief as the case may be. These people wear other hats in many instances; they serve as Personnel Officer, Personnel Assistant, Deputy or Chief of Support, Operations Officer, Executive Officer, Administrative Assistant, etc. There are only a few full-time Training Officers, with training as their sole responsibility.

In most of these cases, the officers named are responsible for conducting training programs as well as being a component Training Officer.

II. Problem Areas

The largest problem area is in the Clandestine Service. There is lack of continuity in Training Officer assignments. Not only do we see constant changes in those assigned to the Training Officer function, but most of those so named are S or SP careerists, with little or no knowledge of operations and operational training, the major source of training for D careerists. The problem is also magnified by the rather different managerial hierarchy in the CS, when compared to the other Directorates. Complete chaos is prevented by the location of the Senior Training Officer, on the C/OPSERV's Staff and his directive to components to route all external training requests to him, and internal training requests for selected Operations School and courses. DDP/TRO also selects the CS nominees for BOC, AOC, etc., and serves as the CS representative on the Agency's Training Selection Board.

III. The Close to Ideal Situation

I believe a component Training Officer is most effective when attached, T/O wise, to the Administrative Staff, privy to the Career Board deliberations and decisions, and a person who speaks with authority and has some "clout".

The latter results from a close association with top management of his Division or Office. Examples are found in the Support and Intelligence Directorates: (a) OL: the Training Officer is located in OL's "Personnel and Training Staff". He is given full rein in training matters and has direct access to the Director of Logistics. He is brought in on the Career Board decisions, and with D/OL's backing has drawn up training guidelines for all OL Divisions and Branches, thus giving equitable treatment to training sponsorship. (b) OC: here the Training Officer is located in the Career Management Staff, the Chief of which, [REDACTED] STATINTL [REDACTED], is the D/OC's Special Assistant on all training and personnel matters. The same situation prevails as mentioned above in OL's training set-up. Here, of course, OC must have several Training Officers, one handling OTR and external training, one for correspondence course training, and others over-seeing OC's technical training assignments (we are purposely omitting the large installation [REDACTED] since this is not pertinent to the subject at hand). (c) DDI/Central Reference Staff: here again the Training Officer is located in the Personnel Office, directly under the Administrative Officer, and is brought in on all Career Board decisions. Although rather junior in grade, she has the backing of the Director/CRS and is effective as a Training Officer.

IV. Suggestions for Improvement

Since it is difficult to initiate changes in a system over which OTR has no direct control, here are a few suggestions for improvement:

(a) We would encourage the Senior Training Officers, in particular the DDP/TRO and DDS/TRO, to reinstate the old procedure of having a monthly, or quarterly, meeting with their Training Officers, perhaps inviting a few from other Directorates, e.g., OC and OS Training Officers to the CS meetings, etc. This would provide a forum for the Training Officers to discuss their problems, ask for guidance, etc. Selected OTR Personnel could attend and present topics of current training interest, e.g., changes in course content, prerequisites, changes in location, language developments, etc. (I believe DDS has started such a practice on a small scale.)

(b) More training and orientation is needed; here ISS can run another one-day Orientation for Training Officers in the near future. (This will

(c) We might consider the advisability of assigning individuals who have served a tour with OTR, or are actually ST Careerists, to the Senior Training Officer positions. STATINTL
